

Plaintiffs' Exhibit 150





The 2020 Census is arguably the **most important ever** - political, cultural, and economic divides are large while trust in government is at an all-time low. The first-ever digital Census has the opportunity to execute a holistic, efficient, and effective media strategy by being where Americans spend most of their time - online.

Census faces a steep communications challenge → achieve **equitable reach for diverse mass + hard-to-reach audiences** and **drive Census completes** seamlessly in less than 5 months.

Google is a key partner to help Census achieve its reach and performance goals.



2020 JOINT BUSINESS PLAN OVERVIEW

MISSION

Reach all American households to encourage participation in the Census; goal of 60.5% completion of all surveys sent out

MARKETING GOALS

Achieve equitable, diverse, and incremental reach within America's hardest-to-count population

Drive incremental Census completions for each predefined audience segment above estimated self-response rates

Complete 50% of all Census surveys digitally

PARTNERSHIP PILLARS

Strategy Insight & Expertise

Provide media recommendations and insights based on American household digital behavior - driving response rate impact in each audience segment

AdTech Platform Integration

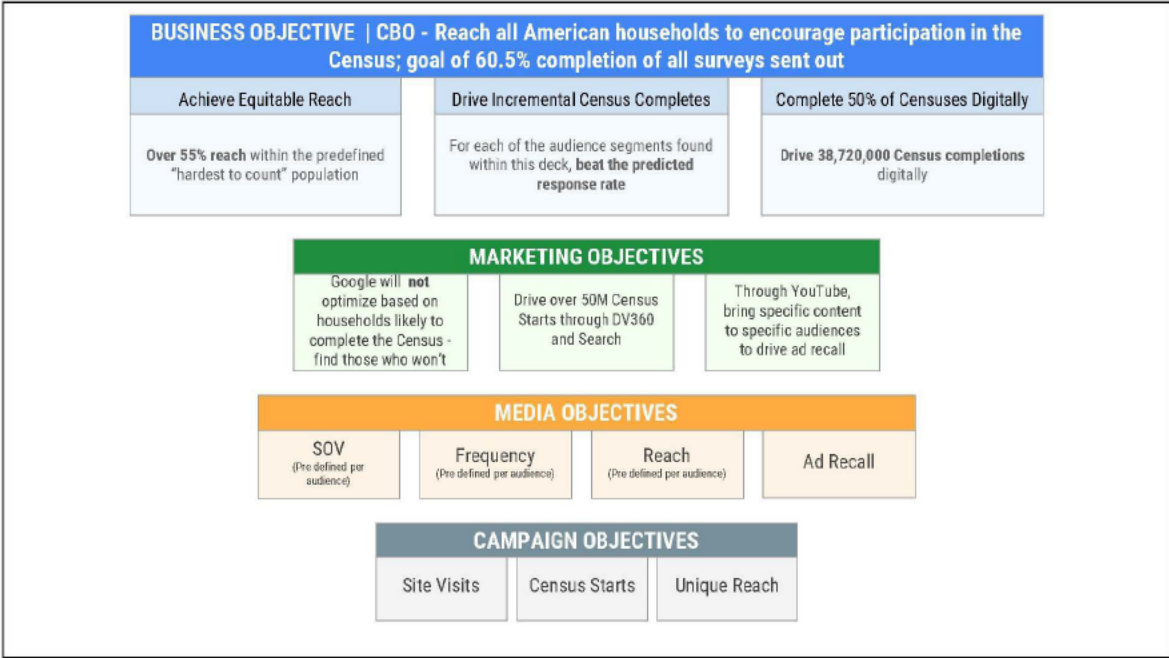
Fully leverage Google's data and technology to maximize marketing effectiveness - Customized Google Marketing Platform support

Data and Measurement Support

Intelligently collaborate with the Census and their agency partners to support Google data integration and measurement for more effective outreach and impact

Custom Operational Support

Unlock greater partnership opportunities with customized support on financial agreements, AdTech platform UI customization, and reporting



MARKETING GOALS

Achieve equitable, diverse, and incremental reach within America's hardest-to-count population

Drive incremental Census completions for each predefined audience segment above estimated self-response rates

Complete 50% of all Census surveys digitally

RIGHT SIZE REACH

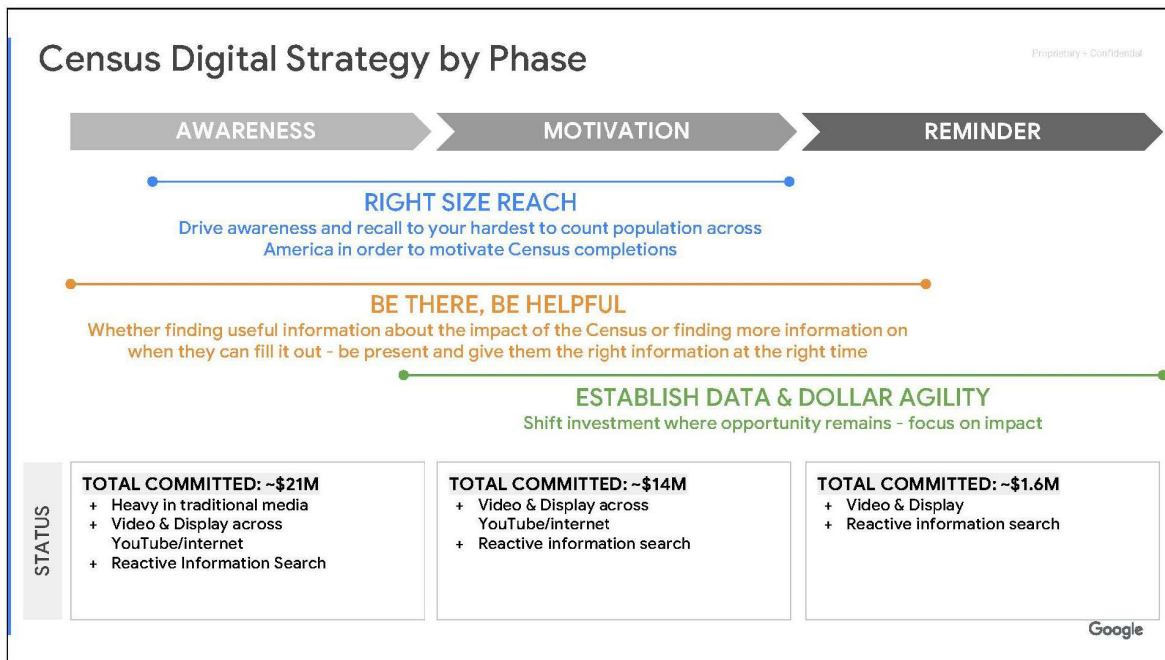
Drive awareness and recall to your *hardest to count* population across America in order to motivate Census completions above and beyond the estimated self-response rates

BE THERE, BE HELPFUL

Supplying American households the right information at the right time will empower them to feel comfortable filling out their Census. Driving incremental completions is only possible if you've supplied the right information along the path to Census starts

ESTABLISH DATA & DOLLAR AGILITY

Digital provides more flexibility than traditional media - shift investment where opportunity remains while focusing on impact to drive 50% of all Census surveys digitally



1 | RIGHT SIZE REACH

PRIVILEGED &
CONFIDENTIAL

Display & Video Recommendation

	STRATEGY	TACTICS	INVESTMENT	MEASUREMENT
CURRENT PLAN	<ul style="list-style-type: none"> + Strengthen current traditional-heavy media plan with supplemental digital video and display for audience segments/geos underserved by TV 	<ul style="list-style-type: none"> + Google Preferred + 1 YouTube Masthead + Display and Video across YouTube and the internet 	<ul style="list-style-type: none"> + Committed: \$32M 	<ul style="list-style-type: none"> + Performance Levers: Bid, Budget, Frequency + Frequency + Response rate by audience segment/geo
INCREMENTAL POV	<ul style="list-style-type: none"> + Build upon the current plan with high impact video strategies on YouTube and additional programmatic video investment to achieve equitable reach and help drive performance in motivation 	<ul style="list-style-type: none"> + 2 YouTube Mastheads + Funds for Audience Targeted YouTube Mastheads + Additional video across YouTube and the internet + YouTube on TV screens blast + Performance/response driving display and video in motivation phase 	<ul style="list-style-type: none"> + Incremental: \$24M + TOTAL: \$56M 	<ul style="list-style-type: none"> + Performance Levers: Bid, Budget, Frequency + Frequency + Response rate by audience segment/geo + Census tool opens

Google

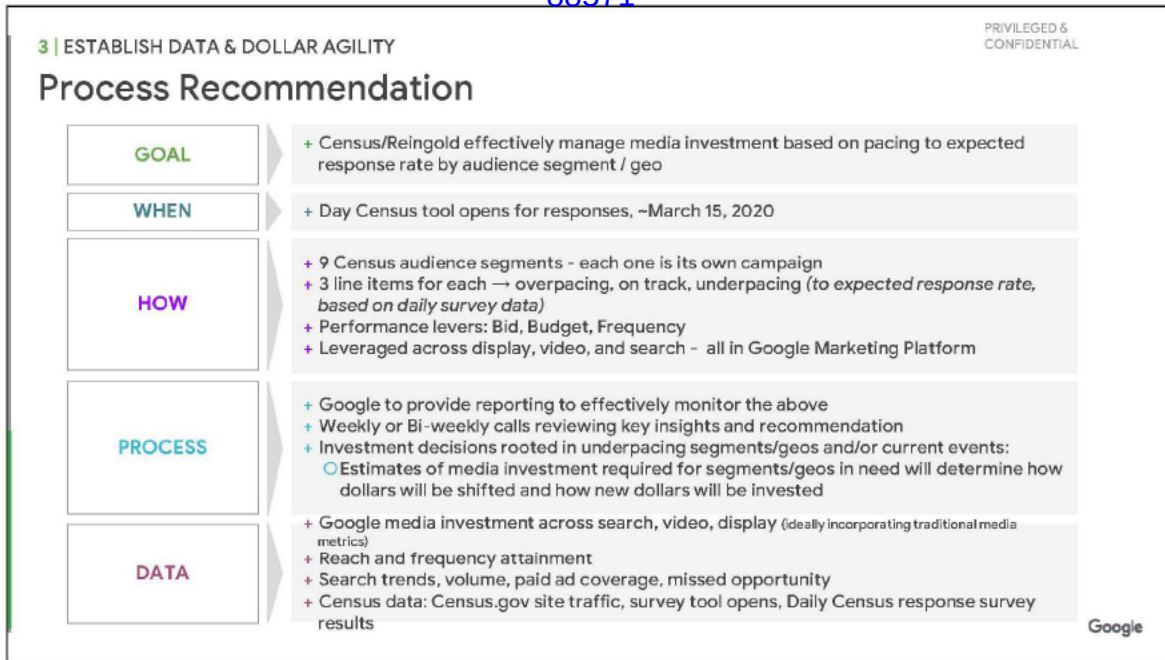
2 | BE THERE, BE HELPFUL

PRIVILEGED &
CONFIDENTIAL

Search Recommendation

	STRATEGY	TACTICS	INVESTMENT	MEASUREMENT
CURRENT PLAN	<ul style="list-style-type: none">+ Reactive information search focused campaigns focused in key geos	<ul style="list-style-type: none">+ Paid search ads on set of misinformation keywords at specific geo levels	<ul style="list-style-type: none">+ Committed: \$4.8M	<ul style="list-style-type: none">+ Relevant search volume and paid search coverage+ Census.gov site traffic+ Tool opens+ Response rates
INCREMENTAL POV	<ul style="list-style-type: none">+ Information search campaign focused on being there for Americans no matter the question+ Maximize paid coverage of "take the Census" queries+ Capture hard-to-reach hand-raisers who have been reminded via other channels.	<ul style="list-style-type: none">+ Combination of automated and manual search campaigns to maximize when Census is there for information seekers and online survey respondents	<ul style="list-style-type: none">+ Incremental: \$25.2M+ TOTAL: \$30M	<ul style="list-style-type: none">+ Relevant search volume and paid search coverage+ Census.gov site traffic+ Tool opens+ Response rates

Google



Bid, Budget, Frequency

SLIDE - what happens on April 15th

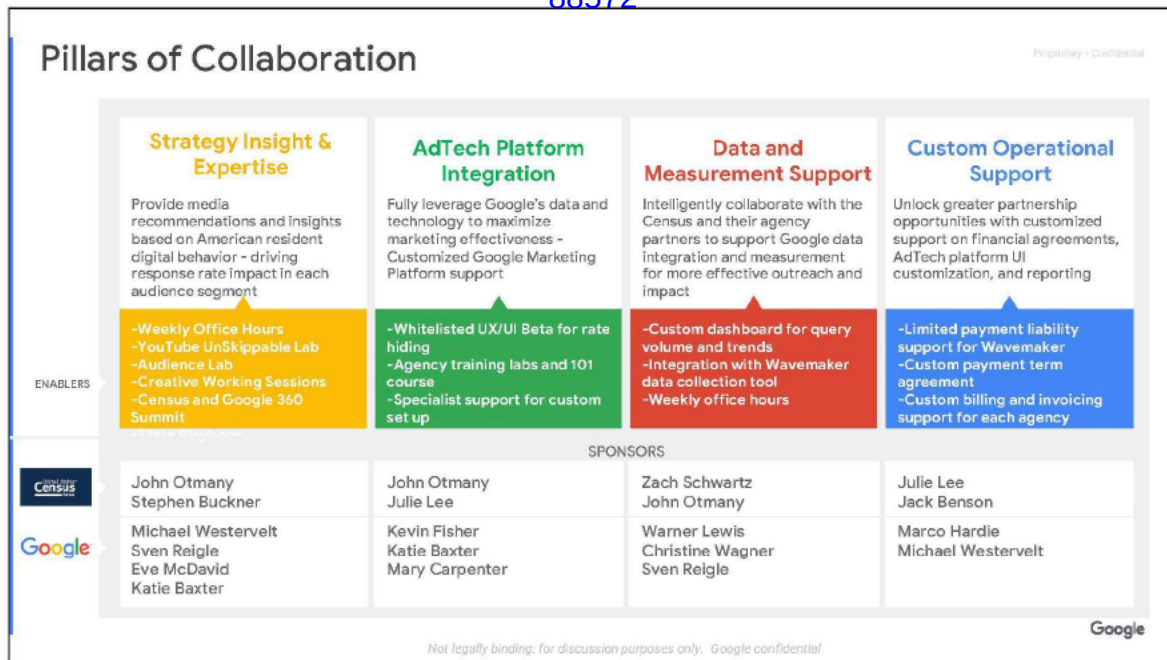
Consultant slide - how we're going to do it

9 segments - 3 line items

Dial up media based on

Be able to do that with a couple pushes of buttons

This is for when the tool opens - all models go out the window - you need to put money where you need it - the only way you can do that is the Ferrari and Search - here's how we're going to it - you can't get this anywhere else



PRISMA

Pillars of Collaboration: Top Priorities

Proprietary + Confidential

TOP
PRIORITIES

Strategy Insight & Expertise

Provide media recommendations and insights based on American resident digital behavior - driving response rate impact in each audience segment

- Search coverage expansion
- YouTube TrueView
- Zip Code Level Optimization weekly
- Reach and Frequency Reporting
- Search path analysis and optimization
- Programmatic optimization for reach
- Creative labs and support
- Masthead and impact investment support

AdTech Platform Integration

Fully leverage Google's data and technology to maximize marketing effectiveness - Customized Google Marketing Platform support

- Google Marketing Platform integration and UX/UI Whitelist for hiding rates
- Customized setup for Reingold and Culture One World
- Google Campaign Manager support
- Google Preferred and Programmatic Guarantee support
- Optimizations based on Census tract level reporting

Data and Measurement Support

Intelligently collaborate with the Census and their agency partners to support Google data integration and measurement for more effective outreach and impact

- Organic search query volume reporting
- Misinformation and disinformation support for rapid response
- Awareness and Recall brand lift study support
- Weekly office hours

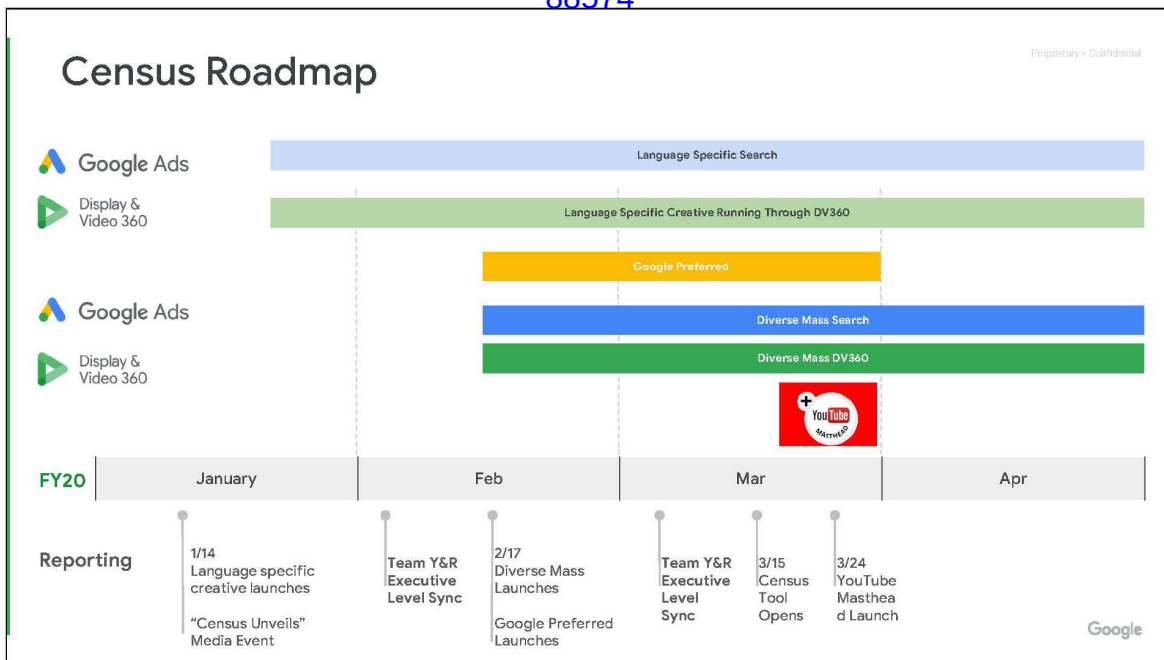
Custom Operational Support

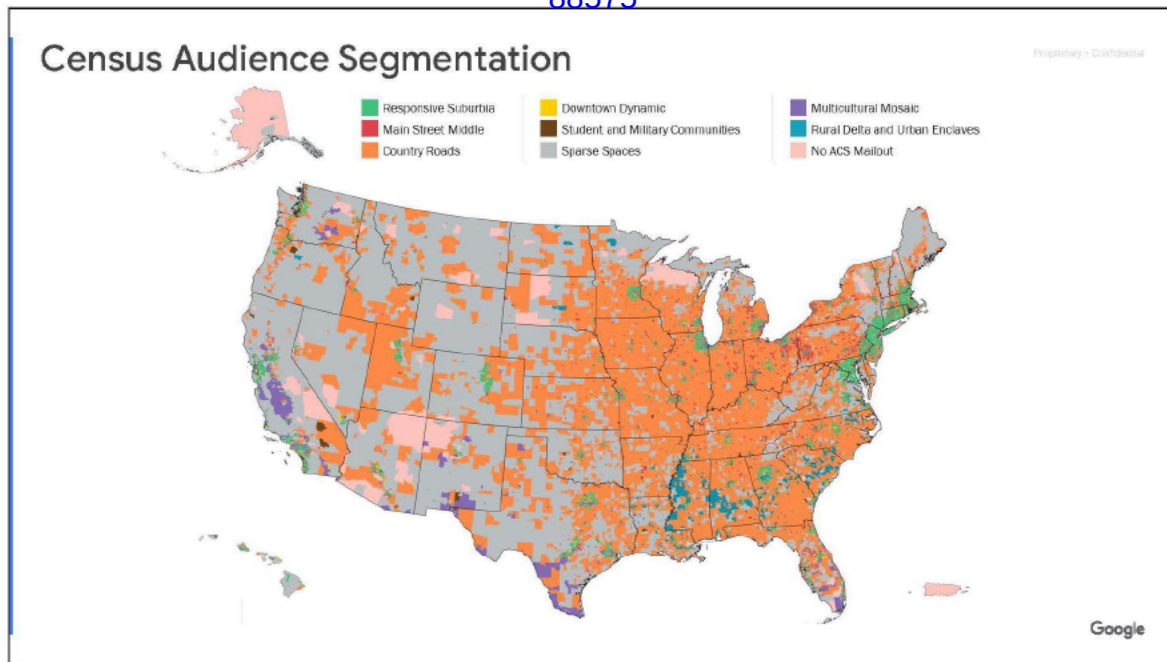
Unlock greater partnership opportunities with customized support on financial agreements, AdTech platform UI customization, and reporting

- Limited Liability agreement for payment - restricting Wavemaker liability for sub-agency buys
- Increased payment term window (from 45-90 days)
- Custom invoice set up for each sub agency buying within Wavemaker's DV360 instance

Not legally binding; for discussion purposes only. Google confidential

Google





Census Audience Segmentation

Responsive Suburbia

Proprietary + Confidential

Where are they?

Tracts in this segment can be found in suburban neighborhoods with single family homes.

Who are they?

The tracts in this segment have high median household incomes, high percentages of married households, and a large proportion of college-educated residents.

How will they respond?

On average, this segment is predicted to respond at high rates, with a high percentage of that response coming online.

24% of U.S. Population

Responsive Suburbia
National Average

Number of Tracts

14,669
National: 74,001

Predicted Self-Response^{1,2}

71%
National: 61%

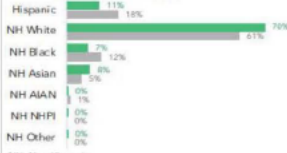
Internet Access^{1,2}

90%
National: 77%

Share of Self-Response Online^{1,2}

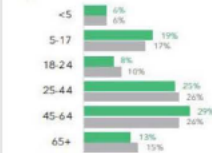
84%
National: 66%

Race and Hispanic Origin¹



NH: Non-Hispanic
AIAN: American Indian and Alaska Native
NHP: Native Hawaiian and Pacific Islander

Age¹



Owner vs. Renter¹



Types of Housing¹



Google

Census Audience Segmentation

Main Street Middle

Proprietary + Confidential

Where are they?

Tracts in this segment can be found in small towns and less densely populated neighborhoods surrounding urban centers.

Who are they?

The tracts in this segment are less diverse than the nation as a whole and have a higher percentage of residents 65 or older than the national average.

How will they respond?

On average, this segment is predicted to respond at high rates, with an average percentage of that response coming online.

21% of U.S. Population

Main Street Middle
National Average

Number of Tracts

15,995

National: 74,001

Predicted Self-Response **

67%

National: 61%

Internet Access **

78%

National: 77%

Share of Self-Response Online **

67%

National: 66%

Race and Hispanic Origin†

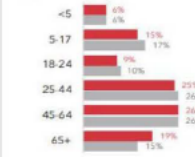


NH: Non-Hispanic
AIAN: American Indian and Alaska Native
NHIPI: Native Hawaiian and Pacific Islander

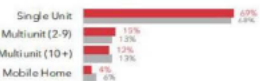
Owner vs. Renter†



Age†



Types of Housing †



Google

Census Audience Segmentation

Country Roads

Proprietary + Confidential

Where are they?

Tracts in this segment can be found in rural areas predominantly in the eastern United States, surrounding small towns and outside the suburbs of major cities.

Who are they?

The tracts in this segment have a large proportion of owner-occupied housing units, a below-average median household income, and a below-average proportion of college-educated residents.

How will they respond?

This segment is predicted to respond at a slightly below-average rate, with a below-average percentage of that response coming online.

16% of U.S. Population

Country Roads
National Average

Number of Tracts

11,848

National: 74,001

Predicted Self-Response^{†*}

60%

National: 61%

Internet Access^{†*}

70%

National: 77%

Share of Self-Response Online^{†*}

53%

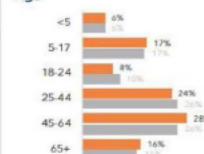
National: 66%

Race and Hispanic Origin[†]



NH: Non-Hispanic
AIAN: American Indian and Alaska Native
NHPI: Native Hawaiian and Pacific Islander

Age[†]



Owner vs. Renter[†]



Types of Housing[†]



Google

Census Audience Segmentation

Downtown Dynamic

Proprietary + Confidential

Where are they?

Tracts in this segment can be found in densely populated metro centers.

Who are they?

The tracts in this segment have high median household incomes, high percentages of college-educated residents, above-average percentages of foreign-born residents, and a larger proportion of residents 25 to 44 than the national average.

How will they respond?

On average, this segment is predicted to respond at a slightly below-average rate, with a high percentage of that response coming online.

9% of U.S. Population

Downtown Dynamic
National Average

Number of Tracts

7,361

National: 74,001

Predicted Self-Response^{1*}

59%

National: 61%

Internet Access^{1*}

82%

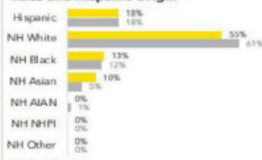
National: 77%

Share of Self-Response Online^{1*}

82%

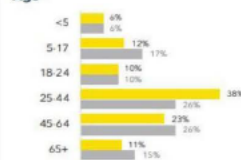
National: 66%

Race and Hispanic Origin[†]



NH: Non-Hispanic
AIAN: American Indian and Alaska Native
NHPI: Native Hawaiian and Pacific Islander

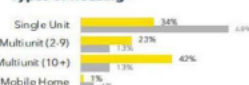
Age[†]



Owner vs. Renter[†]



Types of Housing[†]



Google

Census Audience Segmentation

Student and Military Communities

Proprietary + Confidential

Where are they?

Tracts in this segment can typically be found near college campuses or military bases.

Who are they?

The tracts in this segment have a majority of residents 18 to 24, high percentages of college-educated residents, high percentages of renter-occupied housing units, and above-average percentages of residents living in group quarters.

How will they respond?

On average, this segment is predicted to respond at a below-average rate, with a high percentage of that response coming online.

2% of U.S. Population

Student and Military Communities
National Average

Number of Tracts



1,362

National: 74,001

Predicted Self-Response + *



56%

National: 61%

Internet Access + *



81%

National: 77%

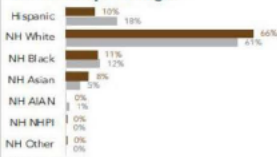
Share of Self-Response Online + *



81%

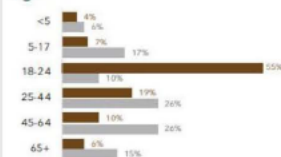
National: 66%

Race and Hispanic Origin†



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NHPI: Native Hawaiian and Pacific Islander

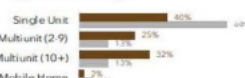
Age†



Owner vs. Renter†



Types of Housing†



Google

Census Audience Segmentation

Sparse Spaces

Proprietary + Confidential

Where are they?

Tracts in this segment can be found in rural areas predominantly in the western United States, Appalachia, northern Maine, and Michigan's Upper Peninsula.

Who are they?

The tracts in this segment have a large proportion of owner-occupied housing units, below-average levels of internet access, and a higher percentage of residents 45 or older than the national average.

How will they respond?

On average, this segment is predicted to respond at a below-average rate, with a below-average percentage of that response coming online.

5% of U.S. Population

Sparse Spaces
National Average

Number of Tracts

5,033
National: 74,001

Predicted Self-Response+*

49%
National: 61%

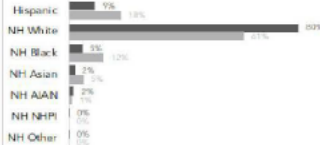
Internet Access+*

61%
National: 77%

Share of Self-Response Online+*

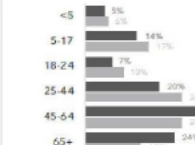
51%
National: 66%

Race and Hispanic Origin†



† NH: Non-Hispanic
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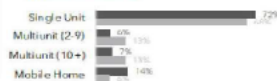
Age ‡



Owner vs. Renter‡



Types of Housing ‡



Google

Census Audience Segmentation

Multicultural Mosaic

Proprietary + Confidential

Where are they?

Tracts in this segment can be found in California's Central Valley and parts of New Mexico, Texas, and Florida, with additional concentrations in urban areas.

Who are they?

The tracts in this segment have relatively high concentrations of foreign-born residents, as well as low percentages of college-educated residents. A majority of the people in this segment are Hispanic.

How will they respond?

On average, this segment is predicted to respond at a low rate, with a below-average percentage of that response coming online.

14% of U.S. Population

Multicultural Mosaic
National Average

Number of Tracts
9,158

National: 74,001

Predicted Self-Response
45%

National: 61%

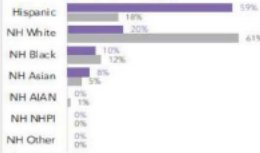
Internet Access
71%

National: 77%

Share of Self-Response Online
55%

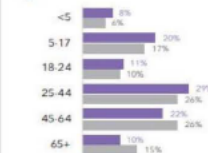
National: 66%

Race and Hispanic Origin[†]



NH: Non-Hispanic
AIAN: American Indian and Alaska Native
NHPI: Native Hawaiian and Pacific Islander

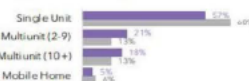
Age[†]



Owner vs. Renter[†]



Types of Housing[†]



Google

Census Audience Segmentation

Rural Delta and Urban Enclaves

Proprietary + Confidential

Where are they?

Tracts in this segment can be found in rural parts of the southeastern United States, including Mississippi, Alabama, Georgia, and South Carolina, with additional concentrations in urban areas.

Who are they?

The tracts in this segment include areas with low median household incomes and below-average levels of internet access. This segment has a majority of residents who are non-Hispanic African American.

How will they respond?

On average, this segment is predicted to respond at a low rate, with the lowest percentage of that response coming online.

7% of U.S. Population

Rural Delta and Urban Enclaves
National Average

Number of Tracts

6,362
National: 74,001

Predicted Self-Response + *

43%
National: 61%

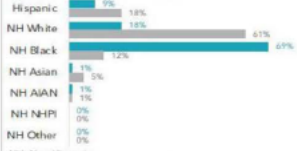
Internet Access + *

60%
National: 77%

Share of Self-Response Online + *

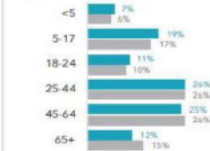
32%
National: 66%

Race and Hispanic Origin†



NH: Non-Hispanic
AIAN: American Indian and Alaska Native
NHI: Native Hawaiian and Pacific Islander

Age†



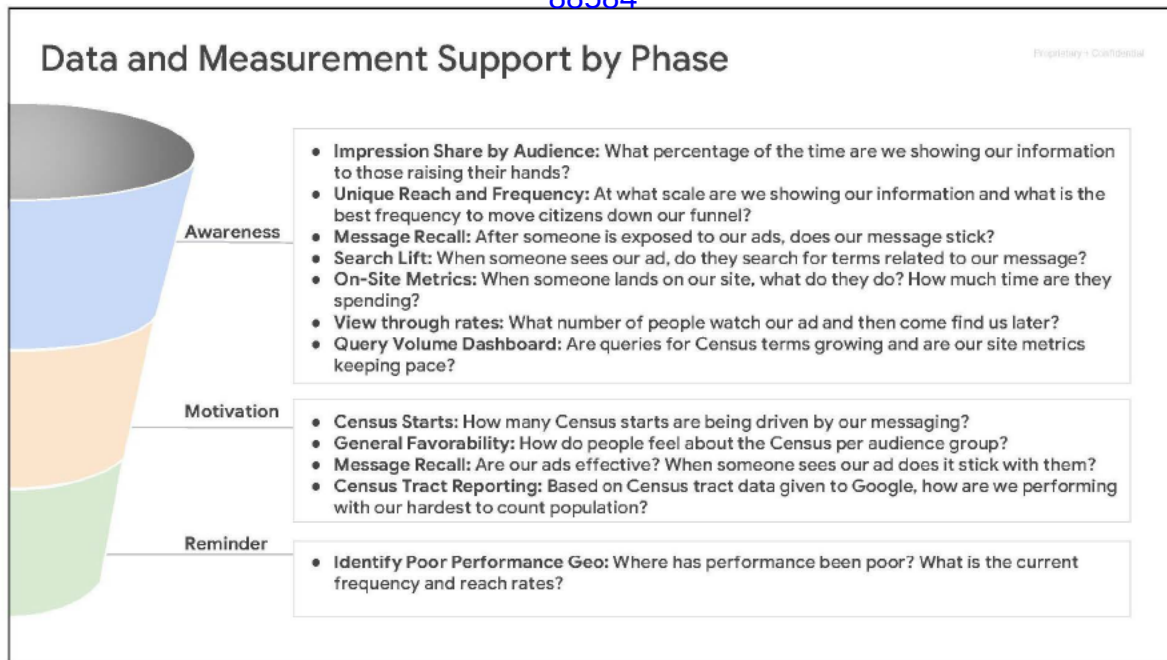
Owner vs. Renter†



Types of Housing ‡



Google



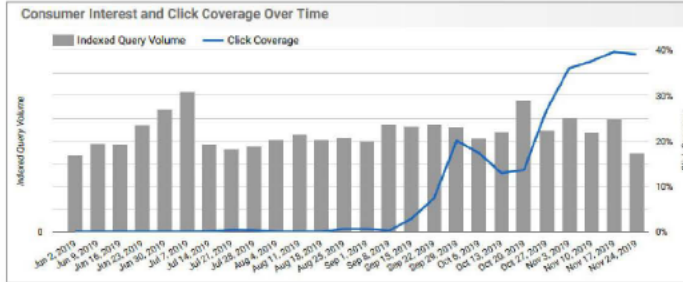
Culminating in a monthly and quarterly review on performance with specific recommendations/optimizations

Data and Measurement Dashboard Examples

Proprietary + Confidential

Indexed Query Volume

- Looking at week by week indexed query volume that is indicative of consumer interest in Census terms
- Match consumer interest to click coverage for all Google campaigns



Query Volume Growth

- Find query volume growth with poor click coverage to identify opportunity
- Indexed query volume by category can help identify potential information gaps for the American public

Query Set Volume, Growth and Coverage				Sub Query Set Volume, Growth and Coverage			
Query Set	Query Volume (Indexed) -	YoY Growth	Click Coverage	Sub Query Set	Query Volume (Indexed) -	YoY Growth	Click Coverage
1. Census - Other	<div></div>	85%	18.4%	1. Top Queries	<div></div>	100%	14.0%
2. Jobs	<div></div>	1,206%	14.3%	2. Population Stats	<div></div>	12%	6.1%
3. State	<div></div>	6%	1.8%	3. Demographic Stats	<div></div>	16%	0.6%
4. Information	<div></div>	181%	15.8%	4. 2020 Census	<div></div>	721%	33.7%
5. Historical Census Data	<div></div>	18%	0.2%	5. Factfinder	<div></div>	5%	1.7%
6. City/State Stats	<div></div>	23%	1.2%	6. American Community Survey	<div></div>	24%	4.2%
7. Website	<div></div>	46%	18.5%	7. Questions	<div></div>	389%	8.4%
8. Non US Census	<div></div>	13%	1.3%	8. Timing	<div></div>	100%	28.8%
9. City/State	<div></div>	41%	14.5%	9. General Info	<div></div>	145%	18.4%

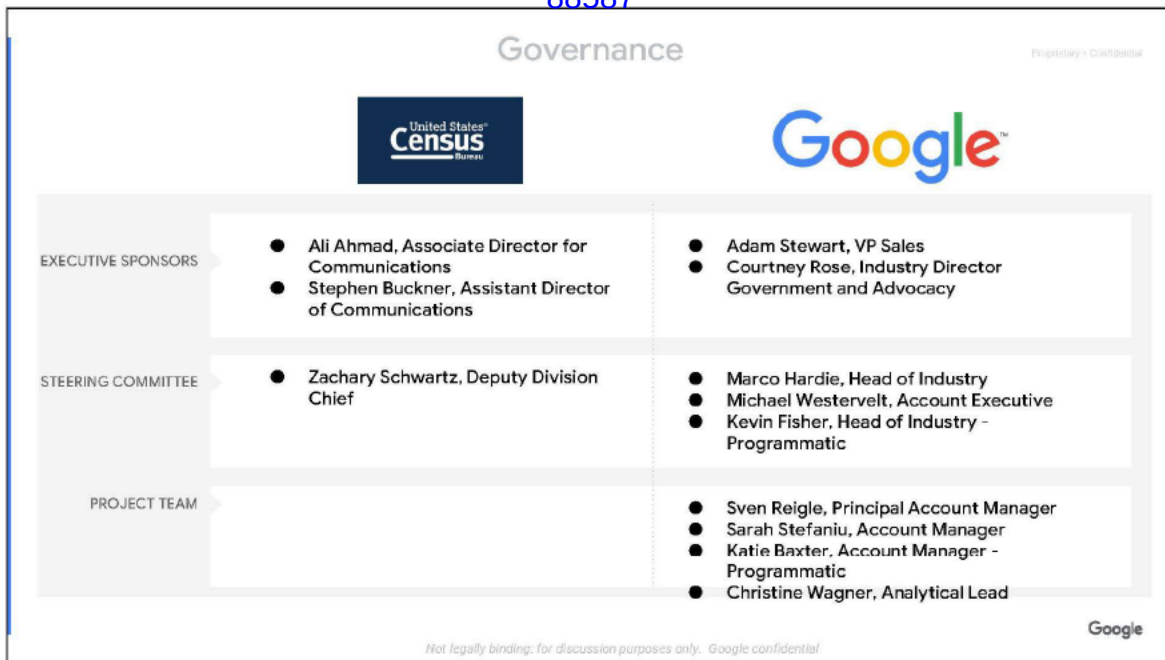
Culminating in a monthly and quarterly review on performance with specific recommendations/optimizations

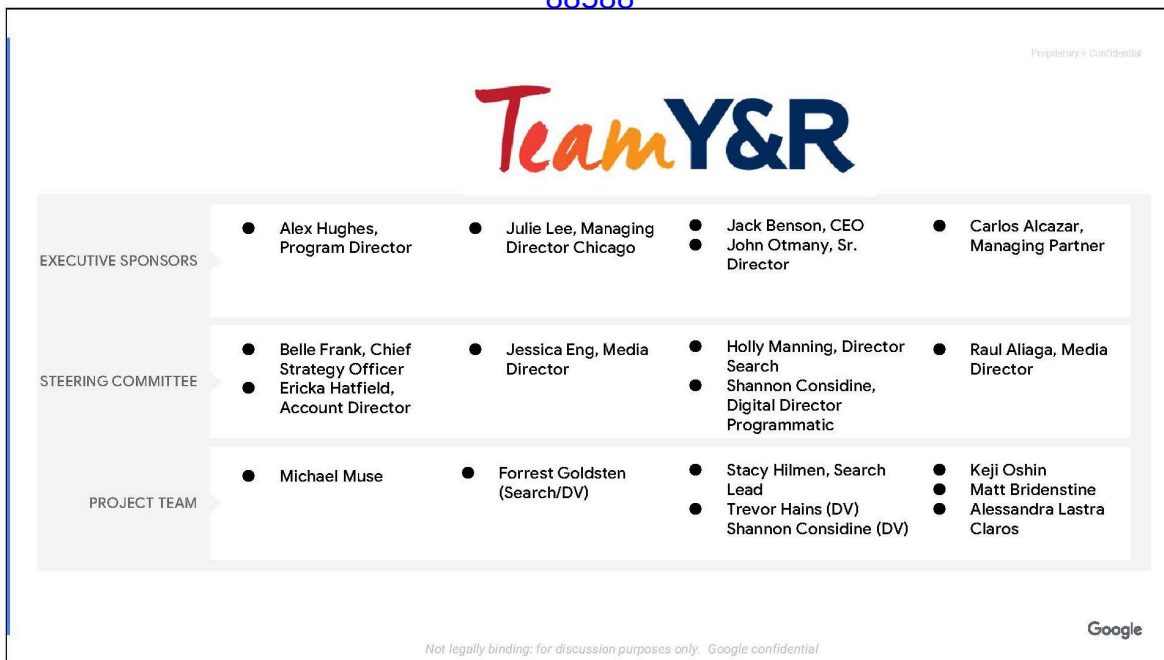
Meeting Schedule

Day	Meeting & Participants	Definition/Cadence
Monday Afternoon	Ads 360 Sync	A weekly ads sync on all key trends from Google, Reingold and Census.
Tuesday	Mis/Dis 360 Sync	A weekly measurement/Census sync on all key trends from Google with Census stakeholders.
Daily	Reingold/Google Status	A daily 15 minute check-in with Reingold on any notable developments
Daily	Internal Search/DV Sync	A daily 15 minute internal check-in to gameplan key chances or internal support needs.
Monday Morning	Report Build (Google)	A weekly report that includes key insights from advertising and broader Google search trends that will be used to facilitate discussion in weekly meetings.
N/A	Executive Level Check-in	Before the launch of Diverse Mass (2/17) and the launch of the online tool (3/15), a meeting with Team Y&R leadership (Julie Lee, Jack Benson, Carlos Alcazar, Alex Hughes). Due to the shortened run time of the Census, additional check-ins will be on a "as-needed" basis

Google

Confidential + Proprietary







Proprietary & Confidential

Your Google Ads Account Team


Dedicated Account Team




Marco Hardie
Head of Industry




Michael Westervelt
Account Executive



Christine Wagner
Analytical Lead




Sven Reigle
Principal Account Manager




Sarah Stefanlu
Account Manager


Dedicated Product Specialists




Eve McDavid
Video Specialist




Kevin Fisher
Programmatic Head of Industry




Katie Baxter
Programmatic Account Manager




Amy Mahoney
Sales Development Team Lead



Mary Carpenter
Programmatic Account Strategist



Nick Brady
Search and Automation Specialist



Warner Lewis
Head of Analytics

Google

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Appendix

Google